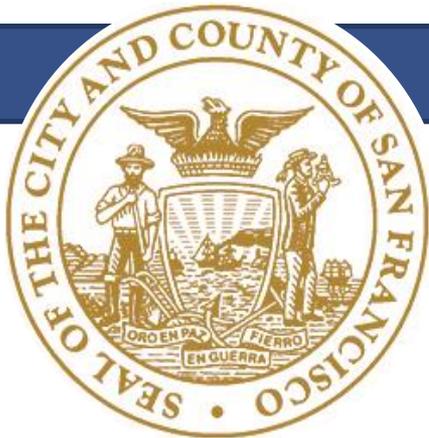


# SFPD Staffing Analysis

## Proposition E



**CITY & COUNTY OF SAN FRANCISCO**

Police Department

04.13.2022

## Background & Context

**2017 – 2019**

Per BOS Resolution No. 63-17, SFPD forms Task Force on Strategic Police Staffing.

**2020**

Matrix releases report.  
Voters approve Proposition E.

**Staffing Task Force**

**Matrix Consulting Group**

**Proposition E**

**SFPD Staffing Analysis**

**2019 – 2020**

SFPD hires police staffing expert to develop methodologies with input from Staffing Task Force, and conduct staffing analysis.

**2021**

Police Commission prescribes staffing analysis methodologies in Resolution No. 21-60.  
**SFPD conducts analysis.**

## Staffing Task Force

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<b>Community Members</b>	Carolyn Thomas, Dr. James Taylor
<b>Police Staffing Experts</b>	Craig Fraser, Leonard Matarese
<b>City Partners and Data Analysts</b>	Samara Marion (DPA), Anne Raskin (DEM), Heather Littleton (Controller)
<b>Police Commissioners</b>	John Hamasaki, Thomas Mazzucco, Dion-Jay Brookter
<b>Police Department</b>	Commanders O'Sullivan and Ford, Captain Paul Yep, Lieutenant Nicole Jones
<b>Task Force Administration</b>	Executive Director Catherine McGuire, Celeste Berg

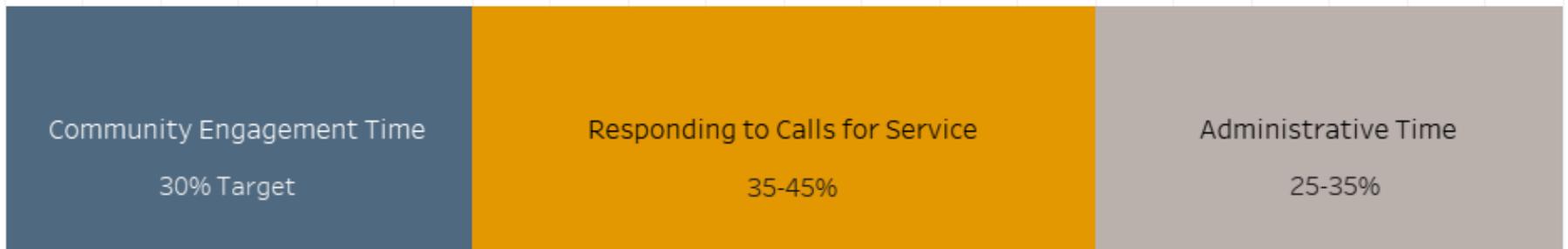
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The Task Force met **six times** through **summer 2018** to **fall 2019**.

# Methodologies Used to Determine Staffing

## Workload-based Methodology

This analysis uses community generated calls for service – **demand for police services** – and a target percentage of time devoted to community engagement to determine recommended staffing levels.



The workload-based methodology using calls for service from the public is the **industry best practice**, used in previous SFPD staffing analyses: Matrix Consulting Group (2020), Controller’s Office (2018), PERF (2008).

## Methodologies Used to Determine Staffing

### Ratio-based Methodology

Recommended staffing scales based on the value of another metric, such as span of control for street-level supervision.

**1 Sergeant to 6 Officers** – police organization standard

### Fixed Post Methodology

Recommended staffing is determined based on **operational coverage needs**. Positions and teams must be staffed across time of day and day of week.

### Non-scaling Methodology

Recommended staffing does not correspond to workload or scale to another metric. An example is a senior leadership position.

## Results of the Staffing Analysis

The results of the analysis indicate that the San Francisco Police Department has a **significant staffing deficit** across both sworn and non-sworn professional staff.

Summary of Staffing Analysis Results						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
<b>Bureau</b>						
Field Operations Bureau	1,263	1,528	+265	68	82	+14
Investigations Bureau	278	322	+44	98	136	+38
Special Operations Bureau	151	199	+48	23	24	+1
Administration Bureau	84	80	(4)	121	148	+27
Strategic Management Bureau	11	11	0	64	96	+32
Chief of Staff	40	39	(1)	46	66	+20
Chief's Office	3	3	0	1	2	+1
<b>DEPARTMENT TOTAL</b>	<b>1,830</b>	<b>2,182</b>	<b>+352</b>	<b>421</b>	<b>554</b>	<b>+133</b>

"Current" figure is as of September 2021.

## Department Staffing – Comparison to Previous Analysis

Recommended Staffing Comparison			
	Matrix (2020)	Sept 2021	Apr 2022
<b>CURRENT SWORN</b>	<b>1,911</b>	<b>1,830</b>	<b>1,723</b>
<i>Additional Staffing Required</i>	<b>+265</b>	<b>+352</b>	<b>+459</b>
<b>RECOMMENDED SWORN</b>	<b>2,176</b>	<b>2,182</b>	<b>2,182</b>
<i>Difference - Matrix Recommended</i>	<i>Base: 2,176</i>	+6	+6
<i>Difference - Current Sworn</i>	<i>Base: 1,911</i>	(81)	(188)

\*Includes all Citywide Sworn except 1) Disability Leave and 2) Academy Recruits.

## Professional Staff Analysis – Takeaways & Themes

- SFPD has a significant need for highly trained professional staff to support **analytical, policy, technical, and management functions** throughout the Department.
  - Analytical: BAT, Crime Strategies Division, Staff Services
  - Policy and Reform: Policy & Public Affairs, Written Directives
  - Technical: IT functions including Project Management, Applications
  - Management: Support staff at the District Stations and in units such as ALU and Permits, CED
- SFPD has a need for professional staff who possess **specialized skillsets**, such as Criminalists and Police Service Aides (PSAs).

## Street Crisis Response Team and Priority C Calls

In addition to Proposition E and pursuant to Police Commission Resolution 21-60, adopted June 17, 2021, the San Francisco Police Department has engaged with the Controller's Office on a large project to:

- 1) determine the ongoing **SFPD workload** related to 800-B calls as the **Street Crisis Response Team** continues to be fully staffed and operational; and
- 2) to assess if and how other City agencies may be able to handle workload currently attributed to SFPD for **specific Priority C** calls in areas such as homelessness, mental health, and substance use.

Thank you.  
Any questions?

**SAN FRANCISCO  
POLICE DEPARTMENT**

